

# **POLICE**

The mission of the Chula Vista Police Department is to enhance the quality of life in the City of Chula Vista by:

- Providing a proactive and professional level of police services, ensuring safety through commitment, integrity, and trust;
- Managing resources effectively;
- Treating all persons with fairness, respect, and dignity; and
- Maintaining a partnership with the community to meet future challenges.

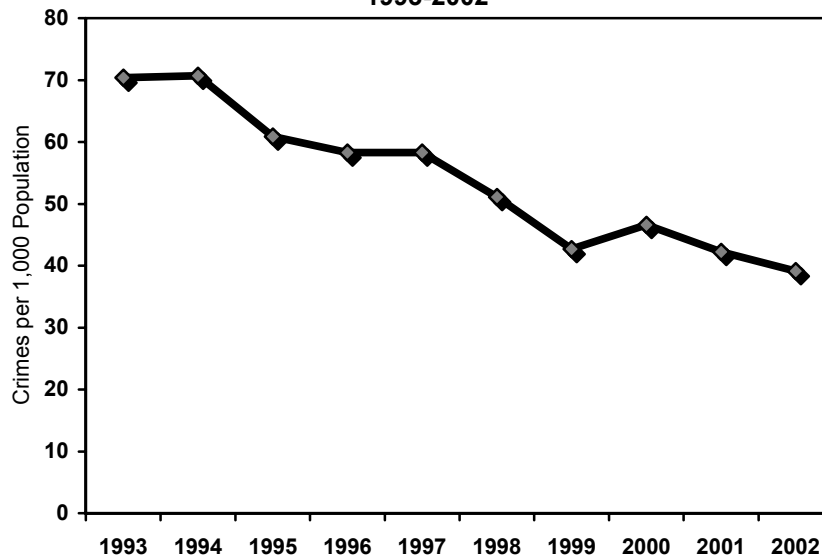
The Department is comprised of five major divisions: Administration, Patrol, Investigations, Administrative Services, and Fiscal Operations/Research.

- Administration – Provides leadership, direction and coordination for all Police Department operations and community based programs.
- Patrol – The primary responder for citizen calls for service. Augmented by canine units, Traffic, Communications, Street Team and Community Relations.
- Investigations – Responsible for family protection services and investigating violent and property related crimes in addition to regional task force assignments. The Special Investigations Unit, School Resource Officers, Crime Analysis and Narcotics Enforcement are also a part of this team.
- Administrative Services – Ensures public confidence in the Chula Vista Police Department by maintaining the highest standards of employee performance, in addition to recruitment of new personnel and retention and training of staff. Further, the Crime Lab, Technology, Animal Care and Records also support this division.
- Fiscal Operations/Research – Responsible for research and evaluation of programs, performance measures and audits, resource development, council reports, and fiscal operations including the management of the Police budget, revenues, grants, payroll and procurement.

## **Major Accomplishments for Fiscal Year 2003**

- Over the calendar year 2002, the Part I crime rate decreased by 7.4%, despite a 4.2% increase in population. This continues the long-term decrease in the crime rate in Chula Vista, which has been impacted by the Police Department's commitment to problem oriented policing programs and proactive policing. The crime rate decreased 23.5% over the past five years, 1998-2002.

**City of Chula Vista**  
**FBI Index Offenses per 1,000 Population**  
**1993-2002**



- **Anti-Bullying Collaborative Project** – The Police Department, in conjunction with the Chula Vista Elementary School District, secured grant funding to establish a program that seeks to combat bullying in schools. The Department has added an analyst who will serve as the project coordinator in developing a program to address this very important issue. Additionally, this position will work with the School Resource Officers to address other crime related issues in the schools throughout Chula Vista.
- **Organizational Review** – Staff has recently completed the first phase of the organizational review process; the second phase will include an employee survey to assess the workplace environment. The survey will measure factors that have been proven to be critical to successfully attracting and retaining talented employees. The results of the survey will be used to identify organizational strengths and weaknesses as well as develop strategies to capitalize on the strengths and improve the weaknesses. As a result of the initial recommendations of the working committee two subcommittees were established to evaluate the performance appraisals and employee development. This project has been a department wide effort involving a committee of 41 employees, representing a cross section of staff, committed to addressing key issues facing the department. The review process examined departmental processes and management strategies from the perspective of a future looking, problem-oriented policing department.
- **Team Policing** – The Team Policing deployment strategy for uniformed patrol is approaching its second year of implementation. By all accounts, the team concept has been a success in providing its stated goals. This includes consistency between line level officers and supervision, an enhanced training program for Patrol officers, as well as additional personnel for proactive enforcement. Training continues to be one of the highlights of the Team Policing program as it allows the Department to provide 120-hours of training to officers. This is especially important given that the average years of service for a Patrol officer is less than four years. Topics in this last year have included: defensive tactics, use of tasers, officer involved critical incidents, and firearms training. In fiscal year

2004 the program will continue with training, proactive enforcement and community policing projects.

- E-911 – The Department secured funding to replace aging communications equipment in the dispatch center. Staff was also successful in securing additional revenue to implement cutting edge mapping software within the dispatch center that will automatically suggest the closest unit for a given call to the dispatcher. This software will also show exactly where each unit is on a map. Once a wireless network solution is implemented, officers will also be able to utilize the same mapping technology to see where their peers are located at all times.

## **Major Goals and Challenges for Fiscal Years 2004 and 2005**

- New police facility – The new police facility is moving forward on schedule, more importantly, on budget. It is estimated that the Department will be able to start the transition process in December with a goal to be fully operational by the end of February 2004. Staff is excited about the transition to the new facility. The transition to the building will require a coordinated effort to meet the challenge presented by moving evidence, equipment, communications equipment, and maintain operations. The Department is working with “moving coordinators” to help facilitate a successful move without interruption to our service to the community.
- Heritage Elementary School – Staff has been working in collaboration with the Chula Vista Elementary School District on traffic and safety issues at Heritage Elementary. Originally designed as a “walk to” school, Heritage Elementary has experienced significant traffic issues as more than 50% of parents drive their children to school every day. Initial survey responses from over 300 parents indicate reluctance by parents to have their children walk to school. This is primarily caused by parents’ concerns about pedestrian safety and secondarily by the high-profile child abduction cases in the last year. Staff will continue to work with school staff and parents to implement a workable solution to address this issue.
- Investigative Staffing Study – Staff is currently in the final process of developing recommendations for an Investigative Staffing formula. Data was collected over a period of time to try and determine optimum caseloads for detectives. Staff expects to have the study completed by the end of Summer 2003.
- Alternative response methods – Staff is currently working on a study to determine the feasibility of an aerial platform (helicopter) to significantly reduce priority one response times and enhance service delivery. This study will also examine how an aerial platform will improve officer safety. It is expected that this study will be completed by January 2004 with various recommendations presented to the City Manager’s Office for consideration. Research and evaluation of the feasibility of using aerial support to enhance service delivery will be completed in the up coming year.
- Public Safety Academy – The Department is embarking on a new partnership with the Sweetwater Union High School District to open a satellite law enforcement public safety academy in the new high school on Olympic Parkway. This program is designed for students interested in a career in law enforcement. The curriculum will feature coursework

designed to give the students exposure to various careers within law enforcement. It will also encourage them to continue on to college to continue their preparation for a law enforcement career. It is anticipated that officers from the City of Chula Vista will serve as instructors and as role models for the high school students. The Department is excited to help develop local students to eventually work for the City of Chula Vista.

- Speed/DUI Grant – The Department recently secured funding from the State of California Office of Traffic Safety. This grant provides for the addition of one officer to the Traffic unit who will work to develop a comprehensive approach to reduce speeding and drunk driving within Chula Vista.
- Anti-Bullying Collaborative Project – The Department will continue working with the Chula Vista Elementary School District and Chula Vista Coordinating Council as part of the collaborative effort to reduce bullying at schools. More than 1,200 students were recently surveyed about their experiences with bullying and this information will be used to implement tailored interventions involving students, teachers, parents, school administrators, police, and community members. The approach that is being used has reduced bullying by as much as 30% in other jurisdictions.
- Continue problem-solving efforts – The Department has been working on two significant projects that aim to reduce crime and calls for service to budget motels and auto theft from public parking lots.
  - The Police Department was selected as one of five agencies across the country to participate in a project funded by the Office of Community Oriented Policing Services (COPS) to test the application of problem-solving guidebooks. Under this project, Department staff will use the guidebook on theft of/from autos in public lots to assess its utility in the field as well as its usefulness in impacting the problem. The Department has recently completed a year-long study of auto theft patterns in Chula Vista and has identified 10 public parking lots that account for 15% of all auto thefts in the City. Department staff has been meeting with the lot owners to share information on effective ways of significantly reducing auto theft in these lots. The Department will also be working with Planning and Community Development to ensure that future parking lots are designed in such a way that auto theft will be less likely at these locations.
  - In the motel project, efforts continue towards decreasing crime and calls for service related to motels and adjacent areas. The motel project is a partnership between the City's COPPS Committee and the Chula Vista ConVis. A comprehensive study is currently underway involving 27 motels. The ultimate goal is to develop a citywide strategy for reducing crime and disorder at motels and improving the level of services available to members of the community and tourists. Staff is currently beginning the communication phase of the project with the motel owners in hopes that a solution to the problems with the motels can be solved via a collaborative effort between staff and owners.
- The Department will continue to conduct performance audits and program evaluations throughout the Department. Staff will seek to develop performance measures that drive operational process improvements and gauge progress towards desired outcomes.

## **Animal Care Services**

The Department provides field and shelter services for animals needing attention that are located in the City. Animal Control Officers respond to calls for service according to priority level on weekdays between the hours of 9 a.m. to 5 p.m.; calls received after hours are responded to on a call-out basis.

Four priority levels exist for animal care calls for service:

- Priority I include rabid or biting animal at large, dangerous or vicious animal at large;
- Priority II include minor injured animal, animal quarantine;
- Priority III include dog running loose; and
- Priority IV include dead animal, barking dog.

Shelter staff handles the care of animals and provides customer service at the facility. Services include reclaiming and adoption of animals, owner relinquishments, spaying and neutering animals, and animal euthanasia. Veterinarian staff provides critical triage care for animals, vaccinate animals, and conduct vaccination clinics.

## **Major Accomplishments for Fiscal Year 2003**

- Moved into the new Animal Care Facility and became fully operational in October 2002;
- Full implementation of Chameleon system;
- Replaced aging equipment
- Brought staffing to authorized levels, hiring three Animal Control Officers and one Senior Office Specialist;
- Funded an Adoption Counselor/ Volunteer Coordinator through salary savings in an attempt to determine the potential effectiveness of this position, and as a result; significantly increased the number of adoptions while reducing the euthanasia rate;
- Received a grant from Wal-Mart for the construction of a holodeck, providing a more home-like environment for the cats interaction room;
- More than doubled the number of volunteers at the Animal Care Facility, (from 15 to 34), and re-structured the program itself, including:
  - Six-hour orientation for new and existing volunteers, covering all aspects of Animal Care & Control;
  - Structured training certification for different tasks;
  - Scheduled and defined participation;
  - General guidelines for participation and limitations thereof
- Participated in a county-wide effort to secure grant-funding for the purpose of moving toward a no-kill status;

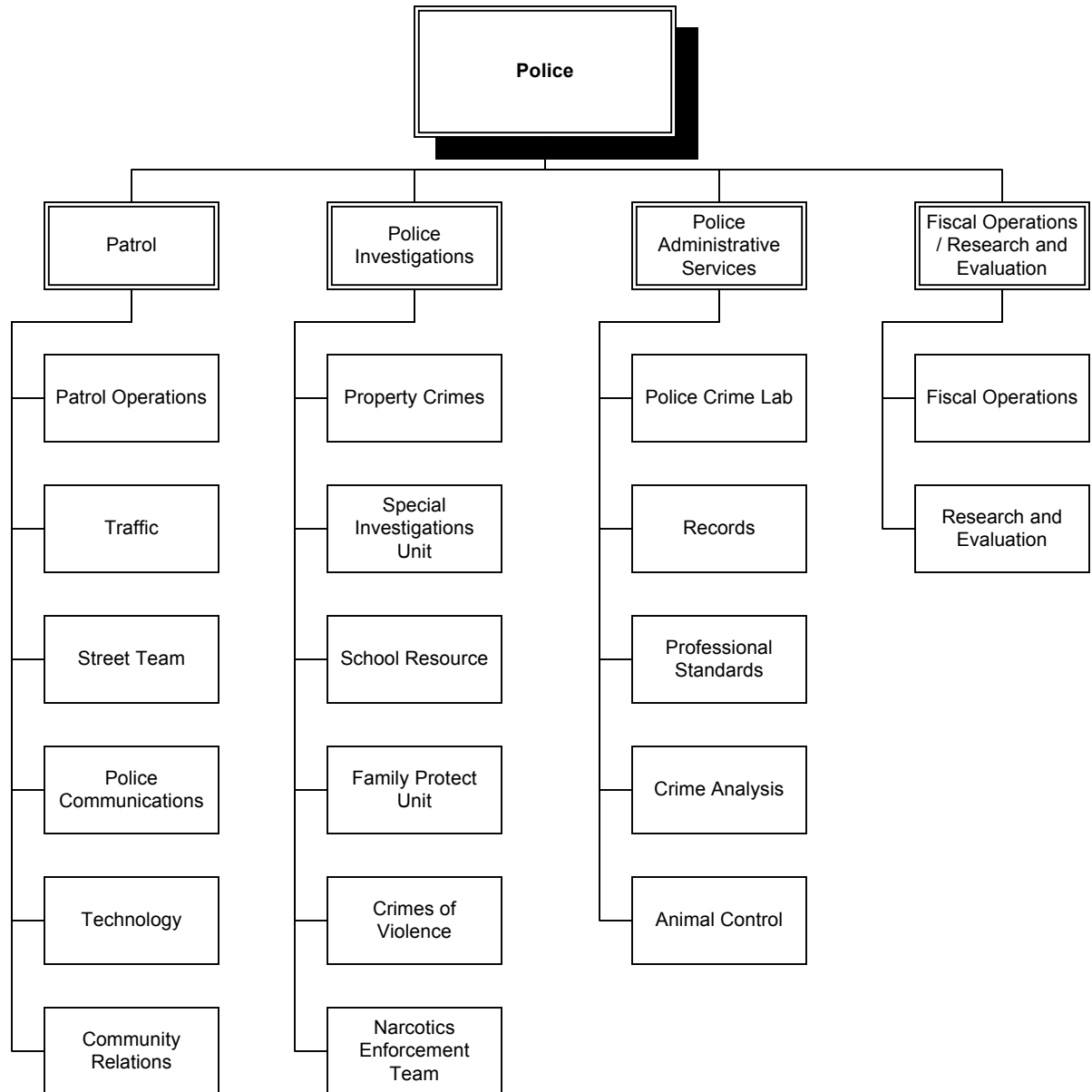
- Became a host site for ROP and PIMA externships

### **Major Goals and Challenges for Fiscal Year 2004 and 2005**

- Select a new Animal Control Manager
- Establish non-profit status for volunteer organization to operate retail shop;
- Establish and open a retail shop;
- Conduct a staffing study for office and kennel operations
- Begin performing spay/ neuters and other minor surgeries on-site;
- Centralize the licensing process;
- Construct a rabbit enclosure in the kennel area;
- Convert the future retail shop to a dual purpose room: retail/ waiting, with educational component for potential adopters;
- Enter into an agreement with U.S. Customs to kennel 28 of their service dogs pending construction of a separate facility on the adjacent lot;
- Develop and implement various adoption, education and fund-raising events;
- Participate in county-wide adoption events with other animal care organizations to achieve the goals established by Maddie's fund,
- Implement a micro-chip program;
- Continue to increase the adoption rate while lowering the euthanasia rate

# POLICE

## ORGANIZATION CHART



# POLICE 14000

## EXPENDITURES

	FY 2002 ACTUAL	FY 2003 BUDGET	FY 2004 ADOPTED	FY 2005 ADOPTED
Personnel Services	25,081,030	28,008,425	31,303,968	33,868,339
Supplies and Services	3,679,491	4,464,252	4,456,253	4,646,211
Other Expenses	52,560	179,673	157,750	163,950
Capital	456,760	1,438,230	519,512	0
<b>EXPENDITURE TOTALS</b>	<b>\$29,269,841</b>	<b>\$34,090,580</b>	<b>\$36,437,483</b>	<b>\$38,678,500</b>

## Expenditures by Division

DIVISION	FY 2002 ACTUAL	FY 2003 BUDGET	FY 2004 ADOPTED	FY 2005 ADOPTED
<b>14100</b> Administration	813,403	733,966	76,556	67,480
<b>14200</b> Patrol	16,477,455	18,033,497	20,168,503	21,225,022
<b>14300</b> Investigations	4,909,631	6,647,025	7,404,584	8,004,244
<b>14400</b> Administrative Services	3,633,381	4,276,833	4,252,417	4,581,219
<b>14500</b> Special Operations	2,066,468	2,283,491	2,231,482	2,365,921
<b>14600</b> CA Border Alliance Group	482,937	686,791	774,223	824,011
<b>14700</b> Animal Control	690,138	981,628	1,078,514	1,140,068
<b>14800</b> Fiscal Operations / R & E	196,428	447,349	451,204	470,535
<b>EXPENDITURE TOTALS</b>	<b>\$29,269,841</b>	<b>\$34,090,580</b>	<b>\$36,437,483</b>	<b>\$38,678,500</b>

## REVENUES

	FY 2002 ACTUAL	FY 2003 PROJECTED	FY 2004 ESTIMATED	FY 2005 ESTIMATED
Licenses and Permits	177,231	174,951	225,659	234,685
Fines, Forfeitures, Penalties	737,754	814,552	895,257	929,958
Revenue from Other Agencies	3,444,197	3,383,041	3,239,648	2,077,123
Charges for Services	2,399,948	2,381,721	2,823,415	2,925,690
Other Revenue	53,915	281,507	455,532	276,461
Transfers In	422,944	550,710	691,965	711,288
<b>REVENUE TOTALS</b>	<b>\$7,235,989</b>	<b>\$7,586,482</b>	<b>\$8,331,476</b>	<b>\$7,155,205</b>

## - NET COST -

	FY 2004	FY 2005
DEPARTMENT EXPENDITURES	36,437,483	38,678,500
PLUS: ALLOCATED COSTS	5,394,690	5,739,951
TOTAL EXPENDITURES	41,832,173	44,418,451
LESS: PROGRAM REVENUES	8,331,476	7,155,205
<b>NET COST</b>	<b>\$33,500,697</b>	<b>\$37,263,246</b>



# POLICE

## AUTHORIZED POSITIONS

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY2005
Chief of Police	1	1	1	1	1	1	1
Assistant Chief of Police	1	1	1	1	1	1	1
Administrative Analyst I	0	1	0	0	0	0	0
Administrative Analyst II	0	0	1	1	1	1	1
Administrative Office Assistant I	1.48	1.48	1.48	0	0	0	0
Administrative Office Assistant II	1	1	1	0	0	0	0
Administrative Office Assistant III	2	4	4	0	0	0	0
Administrative Office Specialist	1	2	2	0	0	0	0
Administrative Secretary	1	1	1	1	1	1	1
Administrative Services Manager	0	1	1	1	1	1	1
Adoption Counselor	0	0	0	0	0	0.5	0.5
Animal Control Manager	1	1	1	1	1	1	1
Animal Control Officer	5	6	6	6	6	6	6
Business Office Manager	1	1	1	1	1	1	1
CBAG Analyst	1	2	2	2	2	2	2
CBAG Budget Manager	0	1	1	1	1	1	1
CBAG Deputy Executive Director	1	1	1	1	1	1	1
CBAG Executive Director	1	0	0	0	0	0	0
CBAG Management Assistant	0	1	1	1	1	1	1
CBAG Meth Strikeforce Coordinator	0	0	0	0	1	1	1
CBAG Network Administrator	0	1	1	1	1	1	1
CBAG Network Assistant	0	0	0	0	1	1	1
CBAG Operations/Intelligence Coordinator	1	0	0	0	0	0	0
CBAG Program Analyst	0	1	1	1	1	1	1
CBAG Secretary	1	0	0	0	0	0	0
CFMH Coordinator	0	1	1	1	1	1	1
Communication Operator I	3	3	3	3	0	0	0
Communication Operator*	15	15	15	15	24	24	24
Communication System Manager	1	0	0	0	0	0	0
Community Resource Coordinator	0	1	1	1	1	1	1
Community Services Officer	10	11	12	13	12	12	12
Crime Analysis Manager	1	1	1	1	1	1	1
Crime Analyst	1.5	1	1	1	1	1	1
Crime Laboratory Manager	1	1	1	1	1	1	1
Criminal Information System Specialist	3	2	2	0	0	0	0
Customer Service Rep	0	0	1	2	2	2	2
Data Entry Operator	1	0	0	0	0	0	0
Data Entry Operator II	0	2	2	0	0	0	0
Evidence Control Assistant	2	2	3	3	3	3	3
Evidence Technician	1	2	2	2	2	2	2
Information System Technician	0	1	1	0	0	0	0
Information Technology Analyst	0	0	0	1	1	1	1
Information Technology Manager	0	1	1	0	0	0	0
Intelligence Analyst	0	5	5	5	6	6	6
Investigative Aide	0	0	0	1	0	0	0
Kennel Attendant	3	3	3.25	3.25	3.25	3.25	3.25
Latent Print Examiner	1.5	2	2	2	2	2	2
Lead Communication Operator	5	5	5	5	6	6	6
Office Specialist	0	0	0	6.48	6.48	6.48	6.48
Parking Control Officer	0	0	2	2	2	2	2

# POLICE

## AUTHORIZED POSITIONS

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY2005
Peace Officer *	105	126	133	137	138	138	138
Police Agent	47.5	52	52	53	53	53	53
Police Captain	2	2	2	2	2	2	2
Police Data Specialist	0	0	0	3	3	3	3
Police Lieutenant	7.5	7	8	9	9	9	9
Police Records Assistant I	1	0	0	0	0	0	0
Police Records Assistant II	5	6	6.5	0	0	0	0
Police Records Specialist	0	0	0	6.5	6.5	6.5	6.5
Police Records Transcriptionist	0	0	0	4	4	4	4
Police Report Transcriptionist	4	4	4	0	0	0	0
Police Sergeant	19.5	21	23	24	24	24	24
Police Services Officer	5	5	5	5	5	5	5
Police Training Coordinator	1	1	1	1	1	1	1
Principal Management Assistant	1	0	0	0	0	0	0
Property Control Clerk	0	1	1	0	0	0	0
Range Master	0	0.5	0.5	0.5	0.5	0.5	0.5
Registered Veterinary Technician	0	0	0	1	1	1	1
Secretary	4	5.5	5.5	6.5	6.5	6.5	6.5
Senior Crime Prevention Specialist	0.5	0	0	0	0	0	0
Senior Fiscal Office Specialist	0	0	0	1	1	1	1
Senior Management Analyst	0	1.5	1	1	1	1	1
Senior Office Specialist	0	0	0	2	2	2	2
Senior Police Data Specialist	0	0	0	1	1	1	1
<b>Total Permanent FTE's</b>	<b>272.48</b>	<b>319.98</b>	<b>335.23</b>	<b>346.23</b>	<b>355.23</b>	<b>355.73</b>	<b>355.73</b>
<b>Total Hourly FTE's</b>	<b>2.3</b>	<b>4</b>	<b>4.68</b>	<b>4.93</b>	<b>4.93</b>	<b>4.93</b>	<b>4.93</b>
<b>Total FTE's</b>	<b>274.78</b>	<b>323.98</b>	<b>339.91</b>	<b>351.16</b>	<b>361.16</b>	<b>360.66</b>	<b>360.66</b>

\* These positions are allowed up to 5 over-hires; over-hire positions are not included in the authorized position count.

# POLICE

## MISSION STATEMENT • GOALS • OBJECTIVES AND MEASURES

**MISSION STATEMENT:** The mission of the Chula Vista Police Department is to enhance the quality of life in the City of Chula Vista by: providing a proactive and professional level of police service ensuring safety through commitment, integrity, and trust; managing resources effectively; treating all persons with fairness, respect, and dignity; and maintaining a partnership with the community to meet contemporary and future challenges.

**GOAL:** To proactively identify and maintain the service levels required to best meet the needs of a growing Chula Vista community.

**Objective:** *Prevention of crime.*

Annual Measure	1998	2001	2002	98-02 Δ	01-02 Δ
FBI Index - Crime rate per 1000 population	50.3	41.7	39.1	-22.3%	-6.2%
Residential burglary rate per 1,000 population	4.9	3.1	3.6	-26.5%	16%

**Objective:** *Apprehension of offenders.*

Annual Measure	1998	2001	2002	98-02 Δ	01-02 Δ
FBI Index - Crime clearance rate/solvability %	26%	19%	17%	-34.6%	-10.5%
% of stolen property recovered	47.8%	50.5%	50.2%	5.0%	-0.6%

**Objective:** *To conserve emergency resources.*

Annual Measure	1998	2001	2002	98-02 Δ	01-02 Δ
# of dispatched calls that are top priority per sworn FTE	8.1	7.7	6.8	-16%	-12%

**Objective:** *Citizen satisfaction survey.*

1. Conduct a resident opinion survey every three years.

**Objective:** *To actively meet the Growth Management Oversight Committee's response threshold standards.*

Annual Measure	FY02 ACT.	FY03 EST.	FY04 PROJ.	FY 05PROJ.
% of calls where P-1 response time standards met	80.0%	81%	81%	80%
% of calls where P-2 response time standards met	45.6%	47%	50%	50%
# of calls for service responses	71,859	72,900	74,000	75,000

**Objective:** *To decrease traffic related calls for service and to reduce the number of traffic related deaths and injuries.*

Annual Measure	FY02 ACT.	FY03EST.	FY04 PROJ.	FY 05PROJ.
Total number of traffic accidents <sup>1</sup>	1,621	1,650	1,700	1,750
Number of DUI checkpoints	05	09	09	09

Annual Measure	2000	2001	2002	01-02 Δ
Injury-producing traffic accidents per 100,000 population	414	399	421	5.5%

**GOAL:** **Ensure employee recruitment, training and retention are a priority by creating an environment that emphasizes continuous professional development for department employees.**

**Objective:** *Create an automated database for the tracking of all personnel, ranks, and assignments in order to more efficiently account for promotions and vacancies.*

**Objective:** *Maintain zero vacancies in reference to patrol strength.*

Annual Measure	FY02 ACT.	FY03 EST.	FY04 PROJ.	FY05 PROJ.
# of background investigations	457	412	416	410
Increase visibility of dept. by attending college career fairs	42	40	30	20

**GOAL:** **Conduct performance audits and program evaluations throughout the Department to increase efficiency and limit potential liability.**

**Objective:** *Develop and implement program evaluations.*

**Objective:** *Develop and conduct performance audits.*

<sup>1</sup> The increase in the number of traffic accidents can be partly attributed to the tremendous growth east of I-805. Other contributing factors are the speed limits of 50 MPH for the main traffic arteries in this area and the department continues to take property damage only traffic accidents, which significantly increases the percentage of total accidents reported. Chula Vista is the only municipal police department in the county taking this type of report.